2027 ALPMA New Zealand Legal Industry Salary & HR Issues Survey PREPARATION CHECKLIST

The following checklist contains the information you will need to fully complete the 2027 ALPMA / Fluid Recruitment New Zealand Legal Industry Salary & HR Issues Survey.

Who should complete this survey?

Salary information is highly sensitive. To retain a high level of quality control, the survey should be completed by staff who have the appropriate authority to provide accurate information (e.g. HR Managers, Practice Managers, CFO, Managing Partners).

Before commencing the survey

We recommend that you gather this information and have it on hand prior to undertaking the online survey. You can review a full copy of the survey questionnaire here. You can also use the calculations spreadsheet to assist with gathering this data and calculating the lowest, highest and average salary for each position type.

The online survey should take between 30-60 minutes to complete depending on the number of staff employed by your legal firm.

Please note that as you are completing the survey prior to 1 January 2027, we ask that you provide your best estimate of what your staffing, benefit and salary arrangements will be as of 1 January 2027.

Survey Registration

When you have compiled your information, register your contact details at the Survey Link and get started.

You will then receive an email with your own individual link to complete the online survey and to enter the salary data for your firm. This link can be accessed as many times as you need before the closing date of **Friday 4 December 2026** and retains the data that you have already entered so you do not have to complete the whole survey in one sitting.

If your legal firm operates in more than one location, you will be able to provide salary data for each location separately within a single survey.

Survey Link to register participation

Survey Results

Survey results will be available in early February 2027 and details on how to access the final report will be emailed to the contact person entered in the survey. ALPMA Members who complete this survey in full will receive the results report free of charge. Non-members who complete the survey will be able to purchase the full report at a very significant discount. Report pricing is available on the ALPMA website here.

Need more information or help?

If you have any queries or require further information to assist with completing this survey, please call the ALPMA Research Team on +61 3 8644 7056 or email research@alpma.com.au.

Thank you for your participation.

Information Needed

The first section of the survey includes questions about your firm's staff employment profile, employment benefits, bonuses, recruitment and salary projections for the next 12 months, and the HR practices and issues facing the legal community in 2027.

Please note that as you are completing the survey prior to 1 January 2027, we ask that you provide your best estimate of what your staffing, benefit and salary arrangements will be as of 1 January 2027.

To complete this section, you will need:

1. The total number of staff currently employed at your legal firm [best estimate as of 1 January 2027]. If you have staff in more than one location, you will be asked to provide salary data for each location separately within the survey.
2. To select **up to three** practice areas in your firm or location that generate the most revenue.
3. Current staff employment arrangements (including Partners, other Fee Earners and Management / Support staff) [best estimate as of 1 January 2027]
    a. Number of permanent full-time staff
    b. Number of permanent part-time staff
    c. Number of contracted / temporary full-time staff
    d. Number of contracted / temporary part-time staff
    e. Number of casual staff
    f. The number of departures from your firm over the last 12 months
4. The employment benefits, bonuses and incentives offered to staff at your firm, and knowledge of how these apply, including average bonuses and incentives paid. (Note that there is a tab in the calculations spreadsheet to help you determine the average bonus paid for each role).
5. Some knowledge of your firm's recruitment and salary projections for the next 12 months.
6. Your firm's billing policies, billable hours targets and billable hourly rates for each fee earner position group at your firm.
7. Some knowledge of the priority of HR issues to your firm and areas where you anticipate spending most of your HR resources in the next 12 months. The HR Issues listed in the survey and a description of these is provided on pages 5-7 of this document.

Salary Information

The second section of the survey covers salary data for 55+ legal, management and support roles at law firms.

You will be asked to enter the number of staff, the lowest salary, the highest salary and the average salary paid for each type of position you have at your firm. You will also be asked to provide the average salary for **all male** employees in a position, and the average salary for **all female** employees in a position. Enter all salaries to reflect the position within your firm at 1 January 2027.

Please note that as you are completing the survey prior to 1 January 2027, we ask that you provide your best estimate of what your staffing, benefit and salary arrangements will be as of 1 January 2027.

Instructions for Entering Salary Data

1. Click on the +ADD button to add the salary data for your firm. If your firm operates in more then one location, please complete a separate form on this page of the survey for each location. Salary data is collected across the following locations:
    a. Auckland
    b. Wellington
    c. Christchurch
    d. All other North Island Locations
    e. All other South Island Locations
2. To enter the salary data for your firm, you will need the total number of staff and salary data for each position (see Position Types on page 5 of this Checklist). Please select the **CLOSEST** match to the role. You may wish to review all of the position types prior to entering data. A more in depth description of each role is provided from page 8 of this document.
3. If you have no staff in a particular position type, leave the salary boxes **EMPTY**.
4. You will be asked to enter the **LOWEST**, **HIGHEST** and **AVERAGE** salary for each position type at your firm.
5. If you have only one employee in a particular position, then place their salary in the **LOWEST** and **AVERAGE** salary boxes.
6. For positions where there are more than two staff, the **AVERAGE** salary gives more accurate data for the analysis. By utilising all salaries in a position to calculate the average (not just the lowest and highest), you will provide the true cost per person for each position at your firm. Instructions for calculating the average are given below.
    a. Average salary for each position is calculated by totalling all salaries in the position type and then dividing by the number of staff. For example:
    b. Position X has 4 people with salaries: $73,000 + $60,500 + $69,000 + $72,500 = total of $275,000
    c. Total $275,000 divided by 4 people = $68,750 average
    d. Enter 68750 in the AVERAGE box
    e. By contrast, if we calculated the average from the lowest and highest salary, the answer would be $66,750 which does not reflect the true cost per person.

7. You will also be asked to calculate the **AVERAGE MALE** Salary and the **AVERAGE FEMALE** Salary for each position. To calculate the average salary for each **GENDER**, perform the above calculation for all males in a position, and then again for all females in a position.

Please note that gender data is optional, but will enable us to calculate the gender pay gap across the profession.

NB. You can use this Excel calculations spreadsheet, to calculate the average salary for each position overall, as well as separately for males and females. If you have any questions or queries, please contact us before starting the survey.

When entering salary data, please note the following:

- Salary rates should **EXCLUDE** Kiwisaver and superannuation.
- Additional employment benefits and bonuses should **NOT** be included in the Full Time Equivalent (FTE) salary calculation.
- Part-time or casual staff salaries should be calculated out to Full Time Equivalent (FTE) rate for your firm or 37.5 hours per week to obtain the FTE rate.
- Salaries should be entered in New Zealand dollars or converted to **NZD** rates.
- When entering data, each salary should be entered as a **WHOLE NUMBER**, with no commas, currency symbols or decimal places. For example, $68,750.40 should be entered as 68750.

Legal Industry Position Types

You will need to collect salary data (highest, lowest and average salaries) for each of the following positions in your firm. You will also need the total number of staff for each position type. **Please select the closest match to your position.**

Solicitors/Lawyers

Graduate
0-1 yr Post Qualification Experience (P.Q.E.)
1 yr P.Q.E.
2 yrs P.Q.E
3 yrs P.Q.E
4 yrs P.Q.E
5 yrs P.Q.E
6 yrs P.Q.E
Associate/Senior Solicitor
Senior Associate
Special Counsel
Salaried Partner
Equity Partner
Managing Partner
Consultant

Legal Executives

Legal Executive (less than 5 yrs experience)
Legal Executive (5+ yrs experience)
Law Clerk

Secretarial Support (Legal Team)

Legal Secretary (less than 5 yrs experience)
Legal Secretary (5+ yrs experience)
Legal Assistant
Trainee Legal Assistant
Word Processor (less than 5 yrs experience)
Word Processor (5+ yrs experience)

Administration (Office Support)

Office Manager/Administration Manager
Office Services Supervisor
PA (less than 5 yrs experience)
PA (5+ yrs experience)
Receptionist (less than 5 yrs experience)
Receptionist (5+ years' experience)
AML Administrator
AML Officer/Manager
Administration Assistant (less than 5 yrs experience)
Administration Assistant (5+ years' experience)
Office Junior

Human Resources

HR Manager
HR Consultant/Advisor
HR Assistant/Administrator
Recruitment Manager
Payroll

Information Technology

IT Manager
IT Trainer
IT Project Manager
Helpdesk/Desktop/Support Officer
Programmer/Analyst

Finance

Financial Controller/CFO
Finance Manager
Trust Accountant
Assistant Accountant
Accounts Staff (AR/AP/Reconciliations)
Credit Control Staff

Knowledge Management

Precedent Manager
Librarian/Records Management

Marketing and Business Development

Marketing Manager
Marketing Coordinator
Events Coordinator
Desktop Publisher
Business Development Manager

Executive and Senior Management

CEO/COO
General Manager
Practice Manager

HR Issues - Descriptions

The survey asks you to rate the level of importance of the following HR issues to your firm. A description of these issues is provided following.

PRACTICE MANAGEMENT ISSUES

Changing partnership or firm models

This issue has serious HR impacts including the need to develop new remuneration strategies and new equity models.

Developing organisational leadership capability

This issue includes the challenge of developing effective learning and development programs to increase leadership capability for partners and managers (including training, coaching and mentoring) often with limited resources.

Managing expectations of partners

This issue relates to ensuring partner expectations are realistic and achievable.

Managing cultural change

This issue relates to the number of mergers between mid and top tier law firms in the past 12 months and merging potentially two very different cultures into one.

Managing a remote or distributed workforce

This issue covers aspects relating managing employees who work in any location that differs to their direct manager, including communication, performance evaluation and management, and employee engagement.

Managing communication and staff management skills of partners

This issue covers people management shortfalls at Managing Partner or Partner level.

Managing intergenerational expectations

This issue covers the issues around the needs, engagement and retention of different generations in your firm.

Managing innovation & change management projects

This issue relates to keeping abreast with technology and adopting an innovation mindset in the firm.

Managing the mentoring / coaching of junior staff

This issue relates to the ability of senior staff to effectively mentor and guide junior staff within their career pathways.

Ensuring regular feedback is provided to all staff

This issue relates to the ability of senior staff to effectively mentor and guide junior staff within their career pathways.

Managing appropriate delegation of work from senior lawyer to junior lawyer

This issue relates to the communication method of; the detail of instructions provided by; and mindfulness of the junior lawyers' workflow, by senior lawyers when delegating work.

Managing a firm merger

This issue relates to the merging of two entities into one either by purchase or merger. This relates to the business operational functions that need to be restructured, updated and rolled out across the firm.

Managing staff with the adoption of new IT and / or providing IT training to staff

This issue relates to the training of employees in new or existing software platforms that enhance performance and/or efficiencies. This includes managing staff training for new technology adoption and the management of ongoing training & security requirements.

ACQUISITION, MANAGEMENT AND RETENTION

Managing poor work performance

This issue includes managing poor performance or inappropriate behaviour by partners, employees or contractors.

Finding quality staff / talent acquisition

This issue covers the challenges associated with recruiting quality staff for your firm.

Employee retention/talent management

This issue spans the challenges of developing strategies to retain talented employees.

Managing workloads and employee flexibility

This issue relates to the balance between ensuring that employees have an appropriate amount of work to match their working hours, and flexibility to adjust those hours if needed.

Managing employee engagement

This issue covers the challenges associated with ensuring that employees are engaged and happy with both their work and their workplace.

Performance evaluation

This issue covers the challenges of setting and implementing an effective performance evaluation framework for the firm.

Succession planning / aging of the profession

This issue spans succession planning for partners, retirement planning, and the development of strategies for retaining and managing older workers.

Managing staff expectations

This issue relates to providing clear, concise and transparent communication between employer and employee in relation to expectations, conditions of work and performance.

Managing employee wellbeing, resilience and mental health

This issue includes the development of resilience strategies to support the mental health of your workforce.

RESOURCES & POLICY

Effective social media usage

From a HR perspective, this issue includes the best ways to use social media for employee communications, recruitment and HR profiling, as well as ensuring appropriate usage of social media by partners, employees and contractors.

Managing mobile/remote connected workforce

This issue reflects the challenges of managing a workforce in a connected world where people can work from anywhere at any time. It includes developing appropriate policies for internet access while on leave, travelling or overseas, developing flexible working arrangements, while considering OH&S implications.

Workforce diversity & equal employment opportunities

This issue covers the challenges of creating and supporting a diverse workforce and meeting equal opportunity requirements.

Managing parental leave and other leave entitlements

This issue covers the needs, requirements and questions around parental leave.

Managing flexible working arrangements

This issue covers the needs and requests of staff for flexible hours.

Managing risk and policy reviews

This issue covers the development and maintenance of workplace policies, particularly those relating to managing risks.

Managing or developing diversity program / initiatives

This issue covers the challenges of developing specific programs aimed at creating and supporting diversity within the workplace.

Workforce planning and data analysis

This issue covers the challenges in effectively examining and interpreting workforce data, within the context of internal and external environmental factors, to identify workforce risks and manage talent.

Benchmark Position Descriptions

You will need to collect salary data (highest, lowest and average salaries) for each of the following positions in your firm. You will also need the total number of staff for each position type. As titles and responsibilities can vary between firms, please select the closest match to your position after carefully reviewing the definition.

By doing this we will ensure, as best we can, that we are comparing salaries for similar tasks performed within firms. The position descriptions will also be supplied in the final report when it is released, however you may like to make a note of any differences for your records. Note that the term Partner or Salaried Partner is used throughout the survey but also applies to Directors or Non-Equity Directors.

SOLICITORS / LAWYERS

Graduate

Has successfully completed a Law Degree and is undertaking further supervised work experience or training as governed by the relevant Law Societies and other legal bodies or institutions across Australasia to gain admission.

Lawyer *

Enter salary data based on a titled position first (e.g. Associate / Senior Associate) then by PQE level. For example: A lawyer with 3 years PQE would be entered under Lawyer 3 years PQE but a 3 year PQE Associate would be entered under Associate.

A qualified and admitted Legal Practitioner with years of Post Qualification Experience (PQE). Salaries to be entered by years of experience:

- **0–1 yr PQE**
- **1 yrs PQE**
- **2 yrs PQE**
- **3 yrs PQE**
- **4 yrs PQE**
- **5 yrs PQE**
- **6+ years PQE**

Associate *

A Lawyer with 3–5 years' experience who has achieved a level of specialist knowledge that can be held out to the public as a representative of the firm.

Senior Associate *

A Lawyer with 5+ years' experience held out to be an experienced representative of the firm on the path towards a Partner Position/Special Counsel/Consultant.

* NOTE: Salaries should be entered based on title first then years PQE. For example: If a 4-year PQE Lawyer has the title of Associate then the salary for this individual should be entered under Associate. If a 4-year PQE lawyer has the title of Lawyer then the salary should be entered under 4 years PQE.

Special Counsel

A Lawyer with 7+ years' experience. Appointment to Special Counsel can be a career path promotion towards Partnership or applied to a Senior Lawyer who is not seeking partnership as part of career goals. This person may also be a very senior lateral hire or person who has stepped down from Partnership.

Salaried Partner **

Also known as Non-Equity Partner or Fixed Draw Partner. They do not receive a profit share but are subject to liability as a Partner. This is often an intermediary step to a full Equity Partner or may be recognition of seniority and prestige.

NOTE: The term Partner or Salaried Partner is used throughout the survey but also applies to Directors or Non-Equity Directors.

Equity Partner **

A Partner that shares in the profits and losses of the business, but who is not involved in its management.

** NOTE: For partners please just average their regular drawings into an annual amount and include these figures. Do not include any additional profit share or top up payments received throughout the year.

Managing Partner **

Usually performed by an Equity Partner who has been given authority from the partnership to have overall responsibility for the firm's partnership matters, practice management and other operational matters.

** NOTE: For partners please just average their regular drawings into an annual amount and include these figures. Do not include any additional profit share or top up payments received throughout the year.

Consultant

Usually, a lawyer whose role can range from a specialist advisor (like a Special Counsel), a Partner who has retired or been bought out (and may never come into the office), or can include an overseas qualified lawyer who is not yet admitted in New Zealand. This person may take the role of coach/mentor or client Relationship Manager and may also be a significant person on a retainer to appear at special events. This position relates to internal salaried consultants, not external consultants.

LEGAL EXECUTIVES

Legal Executive

Undertakes specialist legal duties under the supervision of a lawyer, usually in a very defined and process driven area; e.g. Conveyancing, Mortgage, Debt Collection, and Personal Injury. They are frequently considered Fee Earners but are not qualified as a lawyer. They may have completed a Legal Diploma or Certificate. Salaries to be entered by years of experience:

- **Legal Executive (less than 5 yrs experience)**
- **Legal Executive (5+ yrs experience)**

Law Clerk

Students recruited, often in their penultimate year, to assist and gain experience within the firm. Students undertake a range of tasks including simple legal tasks supervised by a lawyer, research or assisting on specific projects. Usually work on a part time basis or as a Summer / Winter Clerk.

SECRETARIAL SUPPORT (LEGAL TEAM)

Legal Secretary

This person performs all secretarial duties for a lawyer or a small group of lawyers. Requires knowledge of policies, procedures, precedents and specialised terminology and maintains a working knowledge of a lawyer's area of practice. Salaries to be entered by years of experience:

- **Legal Secretary (less than 5 years' experience)**
- **Legal Secretary (5+ years' experience)**
- **Legal Assistant**
- **Trainee Legal Assistant**

Word Processor

An experienced operator dedicated to document production with a good understanding of the work practice and precedents, often working for many areas of the firm. Salaries to be entered by years of experience:

- **Word Processor (less than 5 years' experience)**
- **Word Processor (5+ years' experience)**

ADMINISTRATION (OFFICE SUPPORT)

Office Manager / Administration Manager

Responsible for all day-to-day administration and office co-ordination tasks for the firm. This is a varied role and typically has direct responsibility and supervision for the Administration, Secretarial and Accounts departments. An Office Manager could also be responsible for IT and HR functions within a smaller firm.

Office / Services Supervisor

This person is responsible for managing staff and delivery of service across the print or copy room, mail room, safe custody and archiving functions.

PA

Provides high level administrative and confidential secretarial support, may attend partner or Board meetings, has strong communication and organisation skills and usually works for the Managing Partner, CEO, COO or CFO. Salaries to be entered by years of experience:

- **PA (less than 5 years' experience)**
- **PA (5+ years' experience)**

Receptionist

A client-facing role, meets and greets clients in reception, manages meeting room bookings and refreshments, attends to the telephone switch board and other office duties. Salaries to be entered by years of experience:

- **Receptionist (less than 5 years' experience)**
- **Receptionist (5+ years' experience)**

AML Administrator

Ensures the firm complies with Anti-Money Laundering/Countering Financing Terrorism (AML/CFT) laws, handling client due diligence (CDD), transaction monitoring, reporting suspicious activity, maintaining records, and often managing trust accounts and related financial admin for law firms or financial institutions, requiring strong attention to detail, accuracy, and computer skills to support regulatory obligations and internal processes.

AML Officer / Manager

An AML Officer / Manager (often titled AML/CTF Compliance Officer or AML Manager) is the management-level person responsible for coordinating a business's day-to-day compliance with AML/CTF laws and its internal AML program.

Administration Assistant / Office Junior

Provides assistance and support with general office administration and other duties as needed. This is a varied role and could include such tasks as basic administration, stationery ordering, data entry, meeting refreshments and general errands. Salaries to be entered by years of experience:

- **Administration Assistant (less than 5 years' experience)**
- **Administration Assistant (5+ years' experience)**
- **Office Junior**

HUMAN RESOURCES

HR Manager

Responsible for recruitment, career planning, performance reviews, grievance and disciplinary issues, compensation and benefits, professional and technical learning and development, policies and procedures, legal compliance, and instructs payroll. Works closely with the leadership team in the business. May lead a team or work autonomously in smaller practices. Usually appointed in a firm with over 40 staff and responsible to the Managing Partner.

HR Consultant / Advisor

Assists the HR Manager in the broad spectrum of the HR function. Takes an active role with recruitment and change management projects, advises staff on policies and procedures, has involvement with performance reviews and professional development. In smaller practices where no HR Manager has been appointed, works closely with the Managing Partner to fulfil the needs of the business.

HR Assistant / Administrator

Assists the HR Manager / HR Consultant across a variety of paper based and data entry activities.

Recruitment Manager

Oversees the full recruitment lifecycle, from workforce planning and role scoping through to offer and onboarding, ensuring hiring aligns with firm strategy and budget. Manages employer brand, candidate experience, and relationships with agencies; advises partners and managers on selection decisions, diversity goals and market conditions. Tracks recruitment metrics and refines processes for improvement.

Payroll

Responsible for accurate and timely processing of employee pay, including salaries, allowances, overtime, superannuation / KiwiSaver, tax payment obligations, and other statutory deductions.

INFORMATION TECHNOLOGY

IT Manager

Oversees the firm's IT strategy, and the computer systems, software and facilities to support the firm's strategic objectives and goals. Tasks carried out within this role will vary greatly between firms. In smaller firms the role would be mixture of hands-on daily tasks combined with project-based tasks whilst larger firms would involve a mixture of high-level planning with project-based tasks.

IT Trainer

Designs and delivers training to staff on the firm's core systems (practice management, document management, time-billing, collaboration tools, security tools), tailored to different roles and skill levels.

IT Project Manager

Plans and works with external vendors and internal key stakeholders for the timely and efficient introduction of significant upgrades, additions to the IT infrastructure or outsourced facilities.

Helpdesk / Desktop / Support Officer

Attends to daily issues raised by users, sets up new users, monitors security and daily backups etc.

Programmer / Data Analyst

An IT professional who can write code across multiple software platforms and specialises in analysing and designing information systems.

FINANCE

Financial Controller / CFO

Qualified CA / CPA. Develops and implements the firm's strategic financial goals and objectives, operational and legal team budgets and the firm's financial KPIs. Supervises finance team, preparation of accounts, cash flow management and works at a high level and closely with the Managing Partner. Has overall responsibility for the firm's finance.

Finance Manager

Usually CA / CPA qualified. Accountant or an individual with relevant / significant financial experience. Responsible for hands-on supervision of the accounts team in daily transactions including Trust, Accounts Receivable (Debtors) Accounts Payable (Creditors) Billing, Reconciliations, Statutory and Tax reports.

Trust Accountant

Usually qualified. Assists the CFO / Financial Controller with the preparation of quarterly and yearly accounts and assists with the production of specific financial reports and other tasks as required. Can assist the Partners with their individual and family trust tax returns, including management of private investment portfolios for accounting/tax implication purposes. Can assist with the production of client accounts during the billing cycle.

Assistant Accountant

Assists the Finance Manager / Accountant as required. Can be undertaking external study in Finance / Accounting.

Accounts Staff (AR / AP / Reconcilliations)

Administration staff assisting the Finance Manager with the daily processing of accounts. E.g. Accounts Receivable, Accounts Payable, Bank Reconciliations, Billing.

Credit Control Staff

Responsible for managing account reminders and collection of the firm's debtors' ledger including telephone reminders.

KNOWLEDGE MANAGEMENT

Precedent Manager

Often a qualified lawyer who writes, reviews and standardises precedents across the firm. Responsible for momentum and quality of documents produced. Could also be involved in KM system design or maintenance and training of the firm's lawyers in the use of the precedent database and KM systems. May also be responsible for managing the firms Risk Management policies and procedures.

Librarian / Records Manager

Responsible for selection and upkeep of firm library resources whether written or online. May also maintain a Knowledge Bank of cases, articles, training information, barristers' opinions etc. that can be resourced by lawyers. May holds an applicable qualification. Responsible for the accurate entry, maintenance and retrieval of any Safe Custody and Archived documents held, physically or digitally, by the Firm.

MARKETING & BUSINESS DEVELOPMENT

Marketing Manager

Develops and implements the firm's marketing plans including website development and management, development of marketing material, preparation of tenders, social media, event organisation and staff training.

Marketing Coordinator

Assists the Marketing Manager or Business Development Manager with tasks, as required.

Events Coordinator

Works with the Partners, Business Development Manager, Marketing Manager and external vendors to coordinate and manage all internal and external client events.

Desktop Publisher

Proficient in the use of specialist programs and software to design and produce brochures, flyers, infographics and marketing material for the firm.

Business Development Manager

Responsible for building and implementing business development activities to grow market position in conjunction with the Partners and senior lawyers within the firm. Often works with the HR Manager to develop individual BD plans. Generally, works at a high level and closely with Managing Partner to identify BD opportunities. In larger firms the BDM can be responsible for generating new business for the firm and actively engages with clients to foster relationships and develop new opportunities. This role may include marketing activities.

EXECUTIVE / SENIOR MANAGEMENT

Chief Executive Officer / Chief Operating Officer

A Chief Executive Officer (CEO) acts autonomously at a senior level within the firm (more senior than the General Manager), reporting to the board on significant issues. Usually, a CEO would act in a firm of 100 staff and over. A Chief Operating Officer (COO) may handle the day-to-day operations in a significantly larger firm, but not the overall strategy. These roles vary significantly across firms.

General Manager

A General Manager usually supervises other specialist areas of the firm such as Finance, HR, IT, Marketing and has the overall responsibility of managing revenue, costs and growth. A General Manager is given authority and autonomy to act in the role and liaises and reports to the Partners or a Managing Partner.

Practice Manager

Generally, in a smaller firm, a Practice Manager is responsible for the supervision of specialist areas such as Finance, HR, IT, Marketing and the overall responsibility of managing revenue, costs and growth, under greater supervision from managing partner, less autonomy.